



Stabilisation Unit

Understanding and Working with the Military; essential resources for civilians

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Understanding and Working with the Military; essential resources for civilians

1. Introduction

This selection of resources represents key papers recommended by the Stabilisation Unit for HMG civil servants and SU Deployable Civilian Experts (DCEs) working or wanting to work with the military. Recommended reading for those deploying on a military exercise is also provided (Section 5, 'Recommended Pre-Exercise Reading'), divided between 'Must reads' and 'Good to reads'. Finally, in Section 6 HMG training and development opportunities are outlined for civilians interested in increasing their familiarity and experience of working with the military.

2. SU Publications

All of the SU's Stabilisation Series, Issues Notes, What Works Series, and Deployee Guides will be relevant to civilians working with the military. However, the below are of particular relevance.

Stabilisation Series:

- UK Approach to Stabilisation (2014).
- Principles for Stabilisation Operations and Programmes (2014); p5.
- Security Sector Stabilisation (2014).

Deployee Guides:

- Deployee Guide; working in a military HQ (exercises and operations) (2016); *practical advice for civilian advisers working in a military HQ.*
- Working with Civilian Advisers (2016); *practical advice for the military on getting the most out of their civilian advisers.*
- Working in United Nations Missions.
- Working in European Union Common Security and Defence Policy (EU CSDP).
- Working in a mission for the Organisation for Security and Cooperation in Europe (OSCE).

3. Military Doctrine/Guidance

NATO defines doctrine as the 'fundamental principles by which military forces guide their actions in support of objectives'. The principal purpose of doctrine is therefore to provide Armed forces with a framework of guidance for the conduct of operations. It is UK policy that national doctrine should be consistent with NATO doctrine (except for where we have elected not to ratify NATO doctrine). Notwithstanding, the UK also develops national doctrine for areas it considers not adequately covered by NATO doctrine.



Much of the UK's Joint Doctrine and much NATO doctrine can be found at the [UK's Defence Concepts and Doctrine Centre](#) (DCSC).

3.1. Stability operations

A selection of key UK and international partner doctrine and guidance related to integrated, civil-military stability operations is provided below.

Title: [Shaping a stable world: the military contribution \(Joint Doctrine Publication 05\)](#)

Institution: MoD

Publication date: 2016

Relevance: Provides context and guidance on how and why the military can be used in support of national strategies for addressing instability, crisis and conflict overseas.

Title: [A Few Thoughts on the Military Contribution to Stabilisation](#)

Institution: Unofficial

Publication date: 2017

Relevance: Not formal doctrine, but an unpublished short overview of key military implications of the UK Approach to Stabilisation, provided by the Stabilisation Unit Liaison Officer to the Joint Services Command and Staff College. Draws on '[UK Approach to Stabilisation 2014](#)', '[Shaping a Stable World; the military contribution \(JDP 05\)](#)', and Army Field Manual Tactics for Stability Operations (2017).

Title: [UK's International Defence Engagement Strategy](#)

Institution: MoD and FCO

Publication date: 2017

Relevance: Defence engagement is the means by which we use our Defence assets and activities, short of combat operations, to prevent conflict, build stability and gain influence; generally delivered alongside other government activities, particularly broader security, diplomacy and development.

Title: [Disaster relief operations \(Joint Doctrine Publication 3-52\)](#)

Institution: MoD

Publication date: 2016

Relevance: Provides guidance for planning and conducting military support to humanitarian relief efforts in predominantly permissive environments overseas.

Title: [Allied joint doctrine for the military contribution to stabilization and reconstruction \(AJP-5\)](#)

Institution: NATO

Publication date: 2015

Relevance: NATO guidance on how the military can support 'stabilization and reconstruction' (S&R) attempts to mitigate complex problems in unstable states during and after crises.



Title: [Joint Publication 3-07; Stability](#)

Institution: US Department of Defence

Publication date: 2016

Relevance: Useful if working with the US Army/Marines. Note that while the US definitions of stability operations largely matches the UK's, their definition of 'stabilization' and 'stabilization efforts' are far broader.

3.2. Civil-Military coordination/cooperation

Civil Military Coordination and Cooperation are established disciplines, taught to military personnel across the UK, NATO, the UN, and beyond. It primarily relates to how the military can better coordinate and cooperate with civilian organisations and institutions. A selection of key resources are below.

Title: [ACO interim civil-military cooperation functional planning guide](#)

Institution: NATO

Publication date: 2014

Relevance: Highlights relevant factors for effective civil military interaction within NATO operations. Covers civil-military cooperation (CIMIC) activities, principles, planning factors and training requirements: Aimed primarily at commanders and their staff at operational and tactical level, but also relevant at the strategic level.

Title: [CIMIC Field Handbook, 4th edition](#)

Institution: Civil-Military Co-operation Centre of Excellence (CCOE)

Publication date: 2016

Relevance: Detailed practical guidance primarily aimed at NATO CIMIC officers.

Title: [UN CMCoord Field Handbook \(2015\)](#)

Institution: UN

Publication date: 2015

Relevance: This Civil Military Coordination (CMCoord) guide is for (civilian) UN CMCoord Officers and focal points in natural disasters and complex emergencies, promoting a common understanding and a coherent approach between civilian and military actors.

Title: [Civil-Military Coordination in United Nations and African Peace Operations, 2nd edition](#)

Institution: African Civil-Military Coordination (ACMC) Programme

Publication date: 2010

Relevance: An early initiative (first published 2007) aimed at African troop contributing countries, highlighting the practicalities of civil-military coordination on UN and African peace support operations.



3.3. Military planning processes

Operational level planning links strategic direction to tactical action, and is a key function of joint HQs. Various approaches and methodologies exist, but at their heart is a common approach to guiding the initiation of planning, through orientation, design, and plan development, approval and execution, as well as addressing plan review, revision and cancellation.

3.3.1 Summaries

Title: [Operational Level Planning Process Aide-Memoire](#)

Institution: Joint Services Command and Staff College (JSCSC)

Publication date: 2017

Relevance: This is not an endorsed doctrine, but rather a useful practical overview of the operational level planning process used by UK and NATO forces, produced internally by the UK's [Joint Services Command and Staff College](#) (JSCSC) to assist students attending the Advanced and Higher Command and Staff Courses.

Title: [\(UK\) 7 Question Combat Estimate](#)

Relevance: A one side overview of this tactical level planning process.

Title: [ACO Interim Civil-Military Cooperation Functional Planning Guide](#)

Institution: NATO

Publication date: 2014

Relevance: Details how Civil Military Cooperation staff are expected to contribute to each step of the NATO operational planning process, highlighting the potential interaction between military actions and the civil environment – and vice versa.

3.3.2 Detailed planning doctrine

Title: [UK Joint Operations Doctrine \(Joint Doctrine Publication 01\)](#)

Institution: MoD

Publication date: 2014

Relevance: Provides an introduction to NATO operational level doctrine, and the UK context to ensure its utility for UK Joint Force Commanders and their staff. Covers UK's strategic structures and mechanisms for decision making and crisis management, operational level planning processes and crisis management procedures, and command considerations in a range of contexts.

Title: [Allied Joint Doctrine for Operational-level Planning \(Allied Joint Publication 5\)](#)

Institution: NATO

Publication date: 2015

Relevance: Describes the fundamental aspects of planning NATO joint operations at the operational level. Contains an overview of NATO planning, doctrine on operational level planning, and detail on the planning process, including the operational level estimate.



Title: [Allied Command Operations Comprehensive Allied Rapid Reaction Force Operations Planning Directive \(COPD\), with UK National Elements.](#)

Institution:

Publication date: 2013

Relevance: Provides an overview of NATO crisis management and planning; procedures on developing situational awareness; the planning process at both the NATO strategic and operational levels; operations assessment and relevant formats.

3.4. Gender and Military Operations

The UK has made strong policy commitments to supporting UN Security Council Resolution 1325 on Women Peace and Security across all dimensions of its global response to conflict and instability, and the UK's National Action Plan includes many actions directly related to the MoD. Concurrently, there is a growing recognition across the UK military and its international partners that adopting a gender perspective can directly improve military operational effectiveness. The below is a selection of practical guidance on how to mainstream gender into military operations.

Title: [Gender, Sexual Violence and Exploitation on Operations](#)

Institution: British Army

Publication date: 2016

Relevance: Short, accessible crib sheet of key gender related questions and issues for soldiers to remember when deploying on operations to improve their response to sexual violence and exploitation.

Title: [Gender Makes Sense; A Way to Improve Your Mission](#)

Institution: Civil-Military Cooperation Centre of Excellence (CCOE)

Publication date: 2013

Relevance: Provides an understanding of what gender and gender perspective is, demonstrates why this is a key component in achieving sustained success of military operations, and highlights the relationship between Civil-Military Cooperation (CIMIC) and a gender perspective in military operations. For quick reference practical examples, see Chapter 5 and Chapter 6.

Title: [DPKO/DFS guidelines, Integrating a gender perspective into the work of the UN military in peacekeeping operations](#)

Institution: Nordic Centre for Gender in Military Operations,

Publication date: 2016

Relevance: These guidelines are intended to enhance the operational effectiveness of United Nations peacekeeping operations by serving as a tool to guide practical translation of Security Council mandates on women, peace and security in the work of military components. They aim to support military personnel in recognizing and addressing the security priorities of all sectors of the local population — women, men, boys and girls — in a peacekeeping context. The guidelines, while acknowledging the integrated nature of peacekeeping activities, are designed to focus specifically on the tasks of military peacekeepers within a broader integrated framework. They are presented in



three sections, corresponding to the three levels of military engagement in peacekeeping: strategic, operational and tactical levels of military command and operations, in accordance with mandated tasks and working conditions.

Title: [Addressing conflict-related sexual violence an analytical inventory of peacekeeping practice](#)

Institution: UN

Publication date: 2010

Relevance: Practical examples of tasks, tactics and checklists to maximise military response to Conflict Related Sexual Violence (CRSV).

Title: [How can Gender make a difference to Security on Operations – Indicators](#)

Institution: NATO

Publication date: 2011

Relevance: Case studies of gender mainstreaming improving intelligence and force protection.

4. Useful Civil-Military websites

- [NATO CIMIC Centre of Excellence](#) (CCOE)
- [Nordic Centre for Gender in Military Operations](#) (NCGM)
- [UN Department for Peacekeeping Operations](#) (UNDPKO); resources
- [UN Office for the Coordination of Humanitarian Affairs](#) (UNOCHA); Humanitarian Civil-Military Coordination
- [Geneva Centre for the Democratic Control of Armed Forces](#) (DCAF)

5. Recommended Pre-Exercise Reading

In addition to exercise-specific material provided by the military exercise owners, Stabilisation Advisers and other civilian advisers supporting military exercises are advised to familiarise themselves with the following pre-exercise:

5.1. Must read

- [UK Approach to Stabilisation](#).
- [UK Principles for Stabilisation](#); p5.
- [JDP 05 Shaping a Stable World; the military contribution](#); p83-121.
- [‘A Few Thoughts on Stabilisation’](#); a short informal overview of some of the key military implications of the UK’s approach to stabilisation.
- [SU Deployee Guide; working in a military HQ \(exercises & operations\) \(2016\)](#); depending on level of experience.



5.2. Good to read

- [Operational Level Planning Process Aide-Memoire and/or 7 Question Combat Estimate](#); depending on process to be used in your exercise.
- [Security Sector Stabilisation](#).
- [UN Civil-Military Coord Field Guide](#); *if you're not familiar with the humanitarian aid world, p24.*

6. Training and Exercise Opportunities

6.1. Training

- **'HMG Understanding and Working with the Military Course'**: A 2 day SU-provided course, delivered residentially in North West London. Aimed primarily at HMG civil servants and SU DCEs. See the [SCLR's training page](#) for details.
- **Joint Operational Planning Course (JOPC)**: A 2 week course delivered by Joint warfare headquarters. Aimed at military, civil servants and SU DCEs.

You can register your interest in these courses by emailing specialistcourseapps@dfid.gov.uk.

6.2. Exercises

A number of opportunities exist relating to SU's support to the Defence Academy through which advisers and civil servants can increase their familiarisation with military approaches and processes, prior to major exercises or operations:

- **Intermediate Command and Staff Course-Land (ICSC-L)** exercises Sovereign Stabilise and Eagle Owl. SU ensures a mix of experienced and less experienced Stabilisation Advisers so that informal mentoring and guidance can be provided (through daily coordination meetings and ad hoc discussions). Exercise specific stabilisation guidance is also provided to help steer the less experienced adviser.

To enquire about other opportunities, contact the SU LO to the Defence Academy at s-archy@dfid.gov.uk.